

# LogMod Ledger

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## First LogMod Wargame conducted at Quantico

Logistics professionals from all levels of leadership participated in the first Logistics Modernization (LogMod) wargame held at Marine Corps Base Quantico from October 30 to November 3, 2006. This inaugural wargame was designed and conducted with several objectives in mind. The first was to define the roles, responsibilities and relationships of the various Logistics Operations Center (LOC) staffs. This was a critical component of the wargame because interaction within these LOCs, which are the nucleus for decision-makers in a war-fighting scenario, are critical to mission success. The wargame also identified strengths and weaknesses of the LOC procedures and functions. Additionally, the games sought to develop a consensus on and to socialize the LOC policy and doctrine and to support the writing of policy and doctrine for LOC encompassing the echelons ranging from the Combat Logistics Battalion (CLB) and functional battalions up to the Marine Logistics Group (MLG). The final objective was to generate a draft policy and doctrine for submission for approval by January of 2007.

This is the first wargame conducted specifically to examine the functional elements of Logistics Modernization. LtCol. Manning, Deputy Director, LogMod Transition Task Force felt, "that now was the appropriate time to hold a wargame because at this stage in LogMod we have validated as much as we can theoretically and now we must be able to translate roles and responsibilities to the Marines who must perform the actions. For example, we have renamed the Force Service Support Group as the Marine Logistics Group. LogMod seeks to establish habitual relationships and a single point of entry for requests between the supported and supporting commands within the MAGTF to ensure tactical logistics functions are executed and fulfilled effectively. So as we transition from a focus on requisitions toward requests, from the Commander's perspective, it is necessary to translate what is required of the organizations we have put in place into policy and doctrine which will aide and support the change required by the operating forces."

BGen Panter, Assistant Deputy Commandant for

*Story continues on page 2, see Wargame*



*Six teams work through Phase One of the Wargame Scenario on October 30, 2006 in the first Wargame held by Logistics Modernization at Quantico. Photo by Maj Larry Paige.*

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*CLR GS Group wargames through Phase II on November 1, 2006. Photo by Edelina Villavicencio.*

*Wargame, page 1*— Installations and Logistics (Plans, Policies, and Strategic Mobility Division), kicked off the Wargame by providing the opening remarks. He urged attendees to provide their “assistance and active participation to establish the roles and responsibilities of the various echelons of staffs within the MLG.” At the beginning of each exercise, the entire group was provided a SITREP brief and then divided into six previously assigned groups, five Command groups; MLG HQ LOC, CLR (DS), CLR (GS), CLB, Function Battalion and one Strategy and Policy cell. Each group then distilled the overall mission statement for leadership (explicit and implied tasks), in essence what the mission means to each command and what levels of responsibility fall within each command. Each group thoroughly wargamed specific issues regarding what responsibilities fall to which group and determined if further guidance and/or resources are needed in order to execute the tasks. That information was also noted for review by leadership. The groups also provided information on command relationships between commands internal and external to the MLG and how they would accomplish the missions assigned.

A Strategy and Policy Cell was focused on reviewing existing policy and incorporating insights from the five working groups. At the end of each move (wargame consisted of five

moves; Pre-Planning, Transition and Deployment, MEF in the Offense, Assuming the Supported Mission, and Integration and Synchronization), each working group briefed the other groups with the intent of also receiving feedback to include in their final report. The wargames findings were reported to BGen Panter at an executive session held that Friday. LtCol Jeff Manning, Logistics Modernization Lead

for this effort, noted that, “this culminates a week of hard work, everyone should be proud of their contribution. Your efforts will influence and benefit the Marine Corps as it transitions toward Logistics Modernization.”

Plans for a follow-on wargame are already in the planning stages for early summer 2007. LtCol Manning further added, “We are very fortunate that the SMEs in these fields came out and were eager to help in this task, it is because of their efforts that this program will succeed.”

#### **Background:**

The objective of Logistics Modernization is to substantially increase the ability to support rapid maneuver on

an extended battlefield. The success of the future Marine Air Ground Task Force (MAGTF) depends on the Marine Corps using improved processes and modernized Information Technology, as integrated resources, to work smarter in all phases of logistics support. To learn more about Logistics Modernization (LogMod) and its initiatives, check out the website at [www.logmod.hqmc.usmc.mil](http://www.logmod.hqmc.usmc.mil).

The Marine Corps Wargaming Program, executed by the Wargaming Division of the Marine Corps Warfighting Lab, is a comprehensive and innovative effort focused on advanced policy, concept, and operational exploration at several levels. If you would like more information about the Marine Corps Wargaming plan, visit their website at

[www.wargaming.quantico.usmc.mil](http://www.wargaming.quantico.usmc.mil).



*Col C.V. Prevatt, Marine Logistics Command, representative for the Strategy and Policy cell, briefs BGen Panter during the Executive Session on November 6, 2006. Photo by Edelina Villavicencio.*





## A Note from the Editor

Welcome to the first installment of the Logistics Modernization Newsletter. This newsletter was created in response to your desire for more information about Logistics Modernization and through a coordinated communication effort. This edition provides an update on the LogMod initiatives; coverage on the first LogMod Wargame held at Quantico, October 30– November 3,

2006; and a review of LogMod's participation at the 2006 Maintenance Symposium held in Reno, Nevada.

This newsletter is not just a way for us to get information to you but for you to share information with us. We'd like to know what you want to hear about in future issues. Additionally, we'd like to let others in the Logistics community know what you're doing.

To that end, you can send us photos, stories or just raw input on what your unit is doing and we'll do our

best to publish it so others can benefit from your lessons learned as well as share in your successes. We do, however, retain the right to edit all products submitted for size and content.

Signed: The LogMod Strategic Communications Team

To send us a story for inclusion in the next LogMod newsletter, contact the LogMod StratCom team via phone at 703-695-5939 or via e-mail at [HQMC\\_Logmodnewsletter@usmc.mil](mailto:HQMC_Logmodnewsletter@usmc.mil)

## Maintenance Symposium 2006 in Reno, NV

The DoD Maintenance Symposium was held in Reno, Nevada, Oct. 23-25, to bring together government and industry representatives to exchange ideas for improving maintenance practices and procedures. The secondary purpose of the symposium was to recognize the *primus inter pares* or first among equals of all DoD maintainers at an awards dinner that capped off the event. The Phoenix Award was presented to the 3<sup>rd</sup> Materiel Readiness Battalion of III MEF in Okinawa, Japan; while the Robert T. Mason award was presented to the High Mobility Multipurpose Wheeled Vehicle (HMMWV) Recapitalization Program at Red River Army Depot, Texas.

The Marine Corps was well represented at the Symposium as Captain Donald Carter and Dan Hetlage manned LogMod kiosk, while Captain Robert Charlton and the folks from Team Sense and Respond: Jason Carter, Todd Egger, SGT Joseph Yelin, SSGT Jaime Delgado, Bob Appleton, Ed McCarthy, Rachel Lee, CW02 Isaiah Vargas, Bob Lusardi, Mark Gerhard, Bob Missig, Mike Daugherty, Steve Butler, and Bill Black, conducted an interactive display that was the hit of



*Captain Donald F. Carter, Jr., USMC talks about the finer points of Logistics Modernization to two interested customers the 2006 Department of Defense Maintenance Symposium held in Reno, Nevada Oct. 23-25. Photo by Dan Hetlage.*



the Symposium. Additionally, it was the DC I&L, LtGen Richard Kramlich himself, who gave the keynote address at the Maintenance Symposium Awards dinner: "Keep in mind, we are not changing for change's sake. We are changing to ensure that we can better support the MAGTF and future warfighting concepts such as sea-basing and distributed operations, all pointing toward a more expeditionary force. We are changing to take advantage of the new systems and technologies that have become available. We are changing to remain a relevant and

effective force in a world where non-state extremists are posing increasingly dangerous and persistent threats. We are changing because we have to change."

For those who have not had a chance to view the Sense and Respond display, a partial version will be set up and displayed at HQMC and potentially the various MEF locations. As soon as this information is available it will be posted on the LogMod website.

*CAPT Robert T. Charlton, USMC, explains to MGYSgt David. F. Ames, USMC, the positive impact that health monitoring technologies will have on the logistics support of the Light Armored Vehicle in USMC's Sense & Respond exhibit at the 2006 Department of Defense Maintenance Symposium and Exhibition. Photo by Laura W. Nelson, RIT-SMS.*

# Logistics Modernization Initiatives Update

**C2** - The C2 initiative develops an advanced combat systems support command and control capability for the Marine Corps that will also support expeditionary and Joint capabilities of the MAGTF. It will enable the MAGTF to act as an initial force provider in a Joint/Combined operation and to operate from naval platforms, Marine Corps tactical ground switches, or over commercial telecommunications networks.

## Objectives:

- To provide the Commander with enhanced decision support capabilities by providing tools to more effectively plan, execute and assess logistics support operations
- To enhance the LCE communication capability enabling web-based, Line of Sight, Beyond Line of Sight

## Accomplishments to date:

- Conducted workshops to collect functional and data requirements and identify/define Log C2 vision
- Conducted workshops to refine architecture to support command and control requirements
- Completed FSSG Bandwidth Requirements Study
- Conducted Log Mod Wargame: Oct 30 – Nov 3

## On Going Tasks:

- Refining of Logistics Operations Center (LOC) roles and responsibilities
- Coordinating Hub Concept and communication capability required for GCSS-MC.
- Continuing alignment of nodes to roles and responsibilities associated with the Log OA and the MLG construct



## Future Tasks:

- Complete initial framing of roles and responsibilities for the LOC at the various echelons and by type of command
- Coordinate fielding priority with MCCDC C2 Integration Division for the Unit Operations Center (UOC) capability set for regimental and battalion commands within the MLGs
- Frame communications capability to facilitate logistics across the MAGTF (Process / Procedures)

**POC:** LtCol Jeff Manning  
(703) 432-8237  
[jeffrey.l.manning@usmc.mil](mailto:jeffrey.l.manning@usmc.mil)

**Log OA** - Logistics Operational Architecture is the 'blue print' for LogMod to standardize Logistics processes and supporting/supported relationships for both garrison and deployed environments. The Log OA is more than a pillar; it is the foundation upon which all LogMod and MAGTF logistics efforts are based. Log OA will provide a seamless, end-to-end process for logistics chain management based on the latest best practices and the Supply Chain Organizational Reference (SCOR). The Log OA establishes a single point of entry responsible for fulfilling orders across all functions of logistics. It also institutes capacity management for products, services and transportation assets that support in-transit visibility and total asset visibility.

**POC:** LtCol Jeff Manning  
(703) 432-8237  
[jeffrey.l.manning@usmc.mil](mailto:jeffrey.l.manning@usmc.mil)

**FSSG (MLG) Re-Org** - The Marine Logistics Group (MLG) ReOrg initiative has transformed the former Force Service Support Groups into a more responsive, adaptable and more capable organization that is better prepared for the demands of the Global War on Terror. It also provides for the construct which works the same in both deployed and garrison environments.

## Objectives:

- Facilitate rapid and seamless task organization and deployment operations
- Facilitate strong habitual working relationships between supported and supporting units
- Facilitate practiced and experienced Command Group at the Group, Regimental, and Battalion level to ensure effective operations and planning capability
- Reorganize and realign with standing Direct and General Support subordinate units

## Accomplishments to date:

- Conducted various IPTs to determine way ahead/COA for MLG ReOrg in terms of new organization and related T/O and T/E changes
- Drafted/Published MCBUL 5400s that announced the approved changes/mission statements
- Submitted Table of Organization and Equipment Change Requests (TOECRS) to Total Force Structure Management System (TFSMS) to realign 1st and 2nd MLGs IAW approved

# LOGMOD Initiatives Update cont.

plans Changes are now resident in the system

## On Going Tasks:

- Working MLG TOECRs in TFSMS to align with August Authorized Strength Report
- Working with MCCDC to refine the Mission Essential Tasks for organizations within the MLG

## Future Tasks:

- Process and implement TOECRs to support Materiel Readiness Process Improvement Initiatives driven by the proposed organizational changes
- Process and implement TOECRs related to the command groups established for the Marine Logistics Group (Battalion and Group level)
- Process and implement TOECRs related to Realignment of Supply Supported-Supporting Unit Supply Capability Alignment (RoS PAT) driven organizational changes

**POC:** Maj Clemens  
(703) 432-8240  
[richard.a.clemens@usmc.mil](mailto:richard.a.clemens@usmc.mil)

**RoS** - The (Realignment of Supply (RoS) initiative consolidates the responsibility for requisitions and procurement for all classes of supply to one point of contact per supported unit and standardizes supply processes so that they are the same in garrison as deployed.

## Objectives:

- Remove the responsibility for request management from the supported unit to allow it to concentrate on its primary mission, implement request management and order management functions
- Centralize the responsibilities for order fulfillment, and the capacity management of both inventory and

procurement in one supporting unit for each MAGTF

- Manage product inventory in the logistics chain according to its criticality to the mission and its relative availability. Do not stock easy to obtain non-critical items and make heavier use of outside sources (e.g. DLA and vendor managed inventory) for these items
- Track orders and provide in-transit visibility and total asset visibility across the logistics chain. Introduce performance management for inventory and product order management
- Integrate RoS with related Navy, DLA, and Joint programs such as Naval Logistics Integration, DLA NIMS, JEMMS, etc.
- Integrate supply with distribution according to best logistics chain management practices
- Introduce enterprise-level inventory and inventory capacity planning to optimize the flow and minimize costs across the logistics chain

## Accomplishments to date:

- The Process Action Team (PAT) conducted workshops at I, II, and III MEF in order to: Baseline current organizational unit functions, identify organizational core competencies, and develop courses of actions for realigning organizational functions. The results were synthesized and produced recommended supply functions to be migrated to the Supporting Unit
- Confirmed PAT results during the July Materiel Readiness Process Improvement-Working Integrated Product Team (MRPI-WIPT) regarding migration of supply functions away from the supported unit
- MRPI-WIPT provided recommendations as to which supply functions should remain in the CLB DS

and which could be moved to other organizations further back in the supply chain

- Drafted new supply chain policy that codifies intent of RoS, assigning roles and responsibilities for the management of all classes of supply
- Drafted a way ahead for the organization of series of NAVMCS that will define "how" supply chain policy will be implemented for all classes and levels of supply

## On Going Tasks:

- Preparing draft ground supply chain policy for formal staffing

## Future Tasks:

- Continue DOTMLPF analysis in support of ROS
- Obtain Senior Leadership decision on migration of organizational level supply functions
- Obtain Senior Leadership decision on the implementation of the National Inventory Management Strategy (NIMS)

**POC:** CWO Martinez  
(703) 432-8235  
[patricia.martinez@usmc.mil](mailto:patricia.martinez@usmc.mil)

**RoM** - The Realignment of Maintenance (RoM) initiative will transform Marine Corps maintenance of ground equipment from five echelons of maintenance to three in order to improve MAGTF maintenance effectiveness and equipment operational availability

## Objectives:

- Move of 2<sup>nd</sup>/3<sup>rd</sup> Echelons of Maintenance to Intermediate level of maintenance to establish a single process owner, reduce MAGTF layering, and eliminate redundant maintenance processes



# LOGMOD Initiatives Update cont.

- Move 4<sup>th</sup> Echelon Maintenance to Logistics Command to reduce the maintenance burden on operational units
- Move Secondary Repairables (SECREP) management to Logistics Command in order to centralize accountability, increase asset visibility, and reduce inventory maintained at the intermediate/retail supply level
- Facilitate future capabilities including GCSS-MC and Anticipatory Logistics (Autonomic and Sense and Respond) into maintenance processes and procedures

## **Accomplishments to date:**

- Drafted and conducted initial staffing on new Maintenance Policy (MCO 4790)
- Drafted new NAVMC 4790
- Drafted and confirmed a Course of Action to realign the Maintenance Capability for “Heavy Junk,” i.e. LAV BN, Tank BN, Arty BN, AAV BN
- Conducted an IPT to determine fiscal implications associated with centralized SECREP management
- Determined a way ahead for development of a Course of Action to realign Maintenance Capability for Low Density MOS/Assets (B TAMS and Optics)

## **On Going Tasks:**

- Complete staffing of new MCO 4790 policy
- Updating NAVMC to Reflect Feedback Received During the MRPI-WIPT
- Coordinating NAVMC workshop to prepare draft for staffing

## **Future Tasks:**

- Conduct a Task to Table of Authorized Material /Source Maintenance

nance Recovery Code workshop to determine selected Field Level task for migration to Operator/Crew Level and identify/adjudicate SMR code issues

- Initiate staffing of new NAVMC 4790

**POC:** Capt Donald Carter  
(703) 432-8236  
[donald.f.carter@usmc.mil](mailto:donald.f.carter@usmc.mil)

**MAGTF-Dist** The MAGTF distribution initiative is designed to provide seamless end-to-end (factory to fighting hole) distribution processes enabled by GCSS-MC to provide more efficient inter-modal transfer of materiel as well as in-transit visibility.

## **Objectives:**

- To enable visibility across the distribution chain
- Establish roles and responsibilities for managing MAGTF distribution capabilities
- Achieve centralized control of the MAGTF distribution chain
- Initiate and integrate people, processes, and technologies via new doctrine, organizations, training, and material solutions

## **Accomplishments to date:**

- Reviewed the MAGTF distribution study for application to the initiative
- Drafted and reviewed a MAGTF distribution policy with Operating Forces during the July WIPT
- Reviewed/discussed new organizations required to accomplish the MAGTF Distribution mission at the WIPT
- Identified roles and responsibilities at the MPRI WIPT

## **On Going Tasks:**

- Continuing to update/revising of the draft distribution policy
- Continuing to update/revising organizational structure/roles and responsibilities
- Drafting a decision brief regarding a distribution way ahead

## **Future Tasks:**

- Initiate staffing of new policy at the appropriate time
- Coordinate Distribution way ahead with LPD

**POC:** Capt Jason Hernandez  
(703) 432-8238  
[jason.hernandez1@usmc.mil](mailto:jason.hernandez1@usmc.mil)

***For more information on the LogMod initiatives visit our website at***  
<https://logmod.hqmc.usmc.mil>

## **MEF Liaison Officers**

**I MEF—Mr. John Sweeney,**  
(760) 725-9033  
[john.l.sweeney.ctr@usmc.mil](mailto:john.l.sweeney.ctr@usmc.mil)

**II MEF—Mr. John Chandler,**  
(910) 376-5218  
[john.chandler@usmc.mil](mailto:john.chandler@usmc.mil)

**III MEF—Mr. Sam Perez,**  
DSN 622-7766  
[Samuel.perez1.ctr@nmci.usmc.mil](mailto:Samuel.perez1.ctr@nmci.usmc.mil)